

# Mulligans Commission

## AGENDA • February 19, 2015

---

Members: Deanna Kaufman • Don Shelton • Don Tingey • Doug Brown • Dustin Lewis • Mark Seethaler • Max Shoura

### Welcome and Introductions

4:30pm

Each Mulligans Commission member to take 2 minutes to introduce themselves and answer two questions:

1. The #1 thing I expect this Mulligans Commission to accomplish
2. The #1 contribution I expect to make to this process

### Draft Mulligans Commission Charter

4:45pm

Review the draft (ver. 5) Mulligans Commission Charter with the following considerations:

1. R2015-08 - review of this enabling legislation
2. Mission Statement - general agreement/fundamental restatements
  - a. Edits to this and all sections of the Charter will be accepted (email to Mark Seethaler) through Wednesday 2/25
3. City Council Strategic Priorities - any elements of leverage not yet considered
4. City Council Mulligans' goal - again, points of leverage
5. Vision - general agreement/fundamental restatement
6. Goals - and the estimated time tables
7. Objectives - consider as stated and open for modification
8. Key issues - deserve review, integration, and prioritization

### Mulligans Bond Pay-off Analysis, Discussion, and Assignments

5:15pm

To be presented/finalized to this Commission on February 27<sup>th</sup>  
Recommendation to City Council on March 3<sup>rd</sup>

### Confirm Assignments, Next Meeting & Close

5:50pm



## Meeting Notes

Brief introductions, including what we want to contribute

Don Tingey - Strategic Services Director, previously the Director of Community Services starting in 2006. 13 years with Brigham City. Has a multi-year background with Mulligans and can contribute the benefit of history, recommendations, efforts, and results. Wants to see both a ST and LT solution with community buy-in. Believes Mulligans has operated some in a community vacuum. 2009 recession hurt and the city/operation didn't plan well through that. Now we can springboard and view what can make Mulligans better. Previously served as the director over the Mulligans operations. Also oversaw the operations of the Brigham City golf course. Tom Hardy (Bountiful) - created one of the most successful golf courses in the state (Bountiful Ridge).

Deanna Kaufman - Several objectives to explore bond options/pay-off bond. Methodology to protect Mulligans. Liaison with 3<sup>rd</sup> party land trusts to proceed appropriately. ST/LT business plan. Unique - experienced project manager - tasks deliverables. Finance. Sr. Executive MBA in Mergers and Acquisitions. Lots of long-range planning experience.

Dustin Lewis - Administrative Services Director. Previously with Centerville and also with the Department of the Interior. Big issue is to get things done - put Mulligans on a course of success. Needs to be defined and move forward successfully. Contribute - impartiality. No pre-conceived ideas. Analytical and visionary - and creative thinking.

Max Shoura - Priority is LT sustainable solution. Expand the value of this asset and LT benefit to our community. Unique in that Max is a recent (18 months) 'transplant' to South Jordan. From Arizona - served on the Gilbert Planning Commission there - engineer and like to provide solutions. 33 years with Project Management profession, from millions to billions. Solve problems. Did not know anyone here on the Mulligans Commission before today.

Don Shelton - wants to see a viable, executable business and marketing plan - move things in the right direction. More striking issue with Mulligans is top-line revenue flat for so long is not good business. Make the offering better than it is - more access for more people - maybe open up the green space to make it more approachable. Unique - small business owner and execute on a business and marketing plan every year.

Doug Brown - Mulligans manager and golf professional. Most interested in identifying and solving the biggest problems. Have felt pushed 'in directions' as a Mulligans staff rather than having a 5-year plan, goals, and performance measurement. Take ideas and put them into action. Willing to make changes to make improvements.

Mark Seethaler - Very interested in community integration into sustainable solutions that meet the goals to improve the Mulligans experience, bring it up to city standards, and have a committed open space and recreational area for the next generations. Will

contribute whatever benefit he can, taking the recommendations of the Mulligans Commission and striving to get the support and votes of the City Council to make progress.

Blueprint Jordan River and Jordan River Commission briefly mentioned.

Deanna - read and researched bond offer documents on the current bond. Savings of \$1.6 million on NPV basis. Waiting another year is still about \$1.4 million savings. Computed at a 2% stated interest rate ... NPV of the savings is something like 30%. Her views -

- Why carry debt that you can pay off
- Where else can the city receive this rate of return

Refinancing the bond? Those costs are significant.

One view - the city is the owner of a business and this is a capital investment in that business - not a liability. Other examples are RDA funding.

Other thoughts -

- Trouble today is cash strapped - Mulligans cannot afford its own improvements
- Good public policy to buy open space
- With pay-off, roughly \$10 million will have been provided or advanced to Mulligans from the city
- Improve open space

Meeting ended at 6:00pm with the commitment to see the draft presentations by Max Shoura and Deanna Kaufman next week on 2/26.